

School of Dance, Theatre, and Arts Administration (DTAA)
Administrative Activities Review (AAR)
9/27/2018

1. Basic Facts and Description of the Administrative Unit

- a. **Mission:** The administrative staff of DTAA supports students and faculties in undergraduate programs in Theatre Arts and Dance and a graduate (MA) programs in Arts Administration. The manager of the Dance Institute, a pre-professional dance program, oversees all aspects of the Dance Institute.

Goals: The staff supports students' short and long-term goals relating to their work toward degree completion and/or their pursuit of technical mastery and artistic expression through rehearsals, performances and credit and non-credit classes.

- b. **Services:** The administrative components of DTAA include:

- School Director
- Administrative Assistant
- Technical Director
- Manager, Costume Design
- Theatre Technician (10 month)
- Manager, Dance Institute

(Dance Institute information is included at the end of this document)

1. Work effort of the School Director

The School Director oversees all aspects of the school, including establishing class and teaching schedules, meeting periodically with all full-time faculty members in the school to discuss work performance, future individual and collective goals and to discuss personal issues as they arise. The Director also addresses student complaints, meets with donors, answers inquiries from parents, responds to media requests, manages workload and attends to other administrative matters related to the unit.

2. Work effort for the Administrative Assistant

The responsibilities of the Administrative Assistant are:

ADMINISTRATIVE-40%: Assist Interim Director; act as liaison between Interim Director and faculty, staff, students as needed; Assist Graduate Coordinator of Arts Administration; supervise student assistants; schedule accompanist (pt

staff); approve timesheets, etc.; maintain faculty/student files; PS, DARS, NOLIJ, etc.

PERSONNEL FUNCTIONS/SCHEDULING-20%: Coordinate hiring of PT Faculty, staff, student asst; prepare & process graduate assistantship forms; Hiring Process Mgr; orientation with new employee; initiate and process PAF/TAARs; review & approve timesheets through EmpCenter; assist with class scheduling; schedule studios for rehearsals/classes used by our academic unit, Dance Institute and outside entities.

RECRUITING-20%: Schedule/organize dance auditions; follow up after audition; meet with prospective student/families at visitation days and indiv. visits; distribute program information; coordinate activities with Office of Admissions; review if incoming students are registered; follow-up on student schedule as needed

STUDENT SUPPORT-20% Assist students and answer inquiries regarding program, University policies and procedures; work with student organization and advisor; act as mentor for students.

3. Work effort for the Technical Director

The responsibilities of the Technical Director are:

40% Technical Supervision of all school productions and providing lighting design.

30% Management of facilities, equipment and staff

30% Running of technical rehearsals, coordination of production calendar and budget, lighting design instruction.

4. Work effort for the Manager, Costume Design

The responsibilities of the Manager, Costume Design are:

20% Manage and supervise costume design for dance, theater, and opera production, student classroom productions.

20% Manage wardrobe staff including pairing students with staff to be trained in wardrobe support for productions.

20% Serve as costume designer for various productions throughout the season. Analyze script, interpret concepts, develop design and communicate it to the choreographer/director and implement the design for the production.

20% Manage costume rental program.

20% Student mentoring – assist students with costume design as it pertains to performance class work.

5. Work effort for the Theatre Technician

The responsibilities of the Theatre Technician are:

40% Facilitate performance spaces for theatre productions including

construction of sets and props and procurement of elements for sets, props, audio, projection and lighting.

30% Facilitate performance spaces for dance productions including construction of sets and props and procurement of elements for sets, props, audio, projection and lighting.

30% Maintain scene shop including equipment and oversee prop storage

- **Critical Partners:**

- The School of DTAA works closely with the Dance Institute, a pre-professional dance program housed within Guzzetta Hall.
- The dance program has a decade long partnership with Dance Cleveland that brings major dance performances and residencies to UA each year.
- The school is developing a strong and mutually supportive and beneficial relationship with the newly formed National Choreographic Center at The University of Akron.

- **Customers:** The Chair and Administrative Assistant support four TT, two NTT and approximately 12 part-time faculties per semester. In addition, they perform administrative tasks associated with all dance, theatre and arts administration students. The Technical Director, Theatre Technician and Manager, Costume Design support numerous student and faculty productions and performances each semester.

- **Key Performance Analysis:**

Table 1			
Teaching Outcomes: UA Data			
Department: Dance, Theatre & Arts Admin			

Count			
	Fall 2014	Fall 2015	Fall 2016
Undergraduate Majors	40	51	34
Master's Students	24	22	23
Doctoral Students	0	0	0
Tenure Track Faculty	7	6	6
Non-Tenure Track Faculty	1	1	1
Part-time Faculty	12	13	12

Degrees Granted			
	FY 2015	FY 2016	FY 2017
Undergraduate	10	16	7
Master's	10	8	7
Doctoral	0	0	0

- **Brief Assessment:**

Over the past five years the School of DTAA has lost 60% of its permanent faculty lines, resulting in a heavy dependence on visiting and part-time

faculty. The school is grateful to have recently received approval to search for one TT and one NTT position. Also, the school has had numerous interim directors over the past several years. These factors have had a negative impact on the stability of the school, recruitment efforts and student retention. Enrollment in all three degree programs within the school have been declining. The graduate Arts Administration program has a long history of attracting, retaining and graduating students who find employment in their chosen field. This program is suffering from having no full-time faculty. This program can not be sustained without at least one full time faculty member responsible for overseeing and coordinating the program.

c. **Resources:**

- **Personnel:**

The administrative personnel of DTAA include:

- School Director
- Administrative Assistant
- Technical Director
- Manager, Costume Design
- Theatre Technician (10 month)
- Manager, Dance Institute
(Dance Institute information is included at the end of this document)

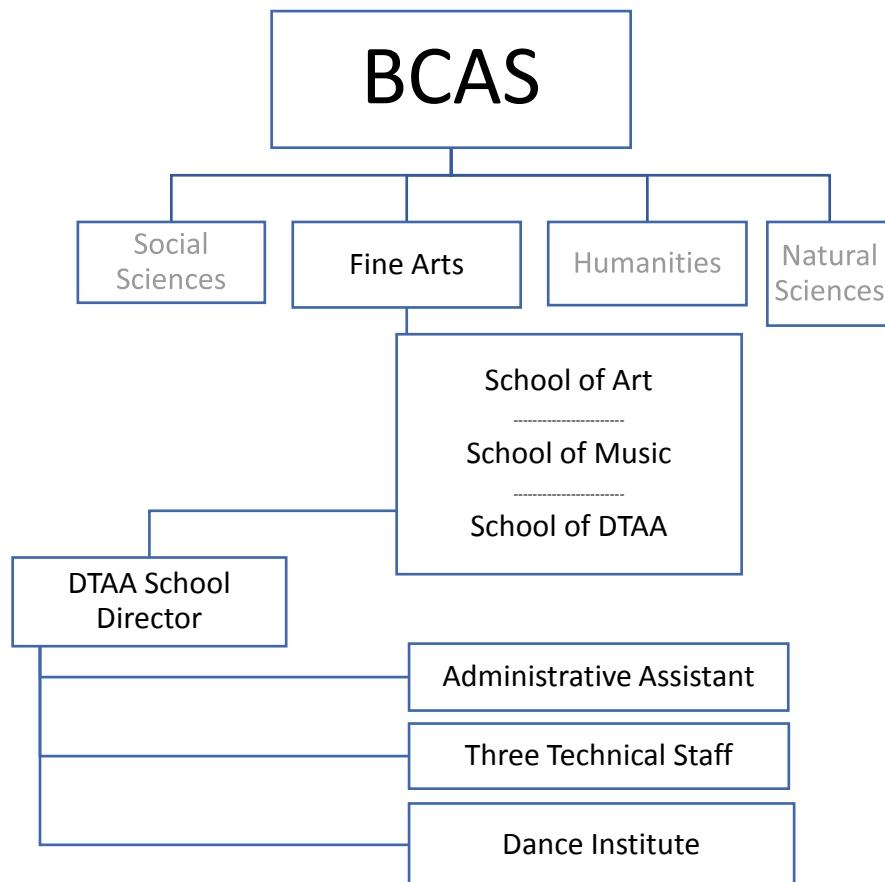
Duties and responsibilities of these personnel are included in section 1 above.

Noteworthy strengths, challenges, and opportunities

- Recently approved searches for two dance faculty will have a dramatic and positive impact on the dance program and students and will greatly enhance our ability to recruit and retain dance students.
- The graduate Arts Administration program has no full-time faculty. This program can not be sustained without at least one full time faculty member responsible for overseeing and coordinating the program.
- The recent announcement of a pending search for a single school director to oversee both the School of Music and The School of DTAA has raised concern. These schools are each diverse and

complex, and each warrant a director familiar with the academic disciplines of that school. If only one director is hired, it is almost certain that he/she will have an academic background aligned with one of the schools, but not both. It will be essential that an associate director be hired to represent and oversee the school that is outside the academic discipline of the school director.

- The DTAA administrative assistant has informed the interim director that she is planning to retire effective January 1, 2019. It is critical and essential that the vacancy resulting from this pending retirement be filled immediately.



- Financials: Major categories of revenue and expenditures

Table 5			
General Fund Apportioned Revenues and Direct Expenditures			
Department: Dance, Theatre & Arts Admin			
Primary Revenue:	FY 2015	FY 2016	FY 2017
UG Tuition and Fees			
Gross Undergraduate Tuition & Fees	\$1,151,000	\$939,000	\$790,000
Scholarships / Discounts	(77,000)	(101,000)	(111,000)
Net Total UG Tuition & Fees	1,074,000	838,000	679,000
UG Course Completions SSI Earnings	196,000	155,000	140,000
UG Degree Completions SSI Earnings	253,000	210,000	265,000
Total UG Revenue	\$1,523,000	\$1,203,000	\$1,084,000
GR Tuition and Fees			
Gross Graduate Tuition & Fees	\$175,000	\$213,000	\$186,000
Scholarships / Discounts	(183,000)	(182,000)	(193,000)
Net Total GR Tuition & Fees	(8,000)	31,000	(7,000)
GR Course Completions SSI Earnings	64,000	56,000	65,000
GR Degree Completions SSI Earnings	136,000	141,000	137,000
Doctoral Subsidy	0	0	0
Total GR Revenue	\$192,000	\$228,000	\$195,000
IDC	\$0	\$0	\$0
Total Primary Revenues	\$1,715,000	\$1,431,000	\$1,279,000
Primary Expenditures:	FY 2015	FY 2016	FY 2017
Compensation and Benefits	\$1,148,000	\$1,214,000	\$1,232,000
Graduate Stipends	94,000	98,000	87,000
Operating	138,000	118,000	90,000
Other	0	0	0
Total Primary Expenditures	\$1,380,000	\$1,430,000	\$1,409,000

- Equipment and Technology:
 - The school has one small computer/design lab that services all DTAA students. The computers in this lab are aging and will need to be replaced soon.
 - The seven dance studios have computer and audio/video equipment that is aging and in need of updating and or repairing.
 - The lighting and sound systems in Sandefur Theatre are VERY old and outdated. These will need to be replaced and upgraded in the near future if this wonderful facility is to remain a viable performance and lighting design instructional facility.
 - The lighting and sound systems in Daum Theatre are also aging and should be upgraded in the near future.
- Space: The School currently has adequate office, studio, classroom, rehearsal and performance venue space to meet current and anticipated needs.

2. Future Plans

a. **Potential Changes:**

All three programs within The School of Dance, Theatre, and Arts Administration are in periods of transition. New permanent leadership is needed to guide and direct the future directions and growth of these programs.

- The Arts Administration program has been without permanent full-time faculty for several years, resulting in a lack of programmatic focus and academic continuity. Programmatic revisions based upon a comprehensive assessment of current industry trends is needed. This assessment and resulting curricular revisions would be best undertaken under the guidance and leadership of a new TT faculty member in the Arts Administration program.
- The Theatre program is rebounding from having had admissions to the program suspended for a few years. With the program now fully active again, the faculty have completely revised the curriculum and the program is beginning to attract new students. The process of recruiting and rebuilding the program will take time, but the potential is great for the program, built around the new interdisciplinary curriculum, to be strong and vibrant.
- The dance program is in need of new faculty (two searched have been approved) and a comprehensive self-analysis of strengths, weaknesses, opportunities, resulting in a strategic plan outlining future directions and strategies. This self-analysis will be undertaken through the self-study required as part of the NASD reaccreditation process that the program is just beginning.

b. **Trends:**

Cultural shifts and technology enhancements are two driving forces in the evolution and development of the fine and performing arts disciplines. The curriculum in all three DTAA disciplines need to be continually reviewed and adjusted to keep the programs current and relevant.

The UA Dance Institute (DI) Administrative Activities Review (AAR)

I. Basic Facts and Description of the Unit.

- a. **Mission** – Dance Institute (DI) seeks to prepare students for careers in concert dance performance and dance education through expert and inspired training and learning opportunities.

Role – DI is a preparatory program in The University of Akron’s School of Dance, Theatre, and Arts Administration (DTAA). DI also provides support and opportunities to UA college dance students.

Near-Term Goal – To revise scheduling for pre-professional and recreational students and add to performance opportunities for advanced pre-professional and UA college students.

Far-Term Goal – To identify and develop collaborations and partnerships that extend Dance Institute’s local and national presence.

- b. **Services**

Primary Services – Pre-professional dance training for students ages 7-high school; Recreational classes for students ages 7-adult and introductory classes for children ages 3-7; Supplemental training, performance and employment opportunities for UA college dance students. Indicate how your unit prioritizes its services in terms of importance or effort.

Prioritization – The pre-professional training is the primary endeavor of the program because it constitutes the largest portion of its scheduling and seeks to develop dancers who will be successful in pursuing university dance degrees and careers in concert dance performance and dance education. Supplemental opportunities for college students are given particular emphasis because they serve as an enhancement of the college Dance Program. The Introductory classes help to cultivate future pre-professional enrollment. The Recreational classes, along with the Introductory classes, create a base of support for DI and UA performances and events, and the performing arts, in general.

DI coordinates its schedule with the UA Dance Program undergraduate education courses to provide field observation hours for students taking those courses. DI hires UA college dance majors as student production, teaching and office assistants, and provides training and performance opportunities to the dance majors; DI manager (teaching contract professional) teaches dance major courses and serves as a mentor to the dance majors; has assisted in facilitating UA Dance Program auditions and studio access; has developed and helped to facilitate University Communications & Marketing material for video and photo shoots; has contributed dance and/or administrative support to UA events (Leadership Akron Next campus visit; UA Family Weekend; Welcome Team; Investiture ceremony); and has represented UA off-campus (Junior Leadership Next Arts and Culture; City of Akron Heinz Poll Summer Dance Festival; National Association of Schools of Dance

(NASD) Annual Conference). DI summer intensive provides a recruiting opportunity for the college dance program. The recreational and introductory classes generate unique value by bringing non-college families onto campus resulting in the creation of additional relationships for the university with residents from within the greater Akron area

- **Critical partners**

UA School of Dance, Theatre, and Arts Administration; National Choreographic Center Akron; Heinz Poll Summer Dance Festival/City of Akron; Neos Dance Theatre.

- **Customers**

DI has a combined annual enrollment of approximately 140 community students ages 3-adult and UA faculty, staff and students.

- **Brief assessment**

- Strengths**

- DI, through UA, is the only pre-professional program in the northeast Ohio area that is accredited by NASD. DI's faculty and collaborators represent extensive academic and professional performing experience and many decades of teaching expertise.

- Challenge**

- DI directly competes for students with two other prominent pre-professional programs in the Akron area.

- Opportunities**

- DI is developing a partnership proposal to submit to area health services organizations to provide dance training as a wellness benefit option for their employees.

c. Resources

- **Personnel**

- DI Manager (1 fulltime UA teaching contract professional) Manage all DI program operations and supervise all DI personnel (67%); DTAA teaching load (33%).
 - DI Assistant Manager (1 UA part-time staff/average 13 hrs weekly) Collects and records all payments of fees, maintains attendance records, and assists with communications.
 - DI Faculty (7-8 UA part-time faculty)
 - DI Accompanist (2-4 UA part-time staff)

- **Financials**

One half of the DI manager's annual salary comes from the DTAA 2 account for DI manager's DTAA teaching load. All other compensation (1/2 manager salary, all part-time faculty and staff salary) is paid from the fees that the children's families and community members pay for the DI classes that they are taking (DI's 3 account)

- **Equipment and Technology**

NA

- **Space**

Dance studio and office space allocation in Guzzetta Hall meet current and anticipated needs.

II. Future Plans

- a. Potential changes**

DI seeks to further strengthen its programs by maintaining optimal pre-professional enrollment and growing recreational and introductory enrollment.

- b. Trends**

There are no apparent emerging trends that will significantly impact Dance Institute.